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NURSE MANAGERS' LEADER IDENTITY AND WORK ENGAGEMENT: CROSSOVER TO NURSES' JOB SATISFACTION

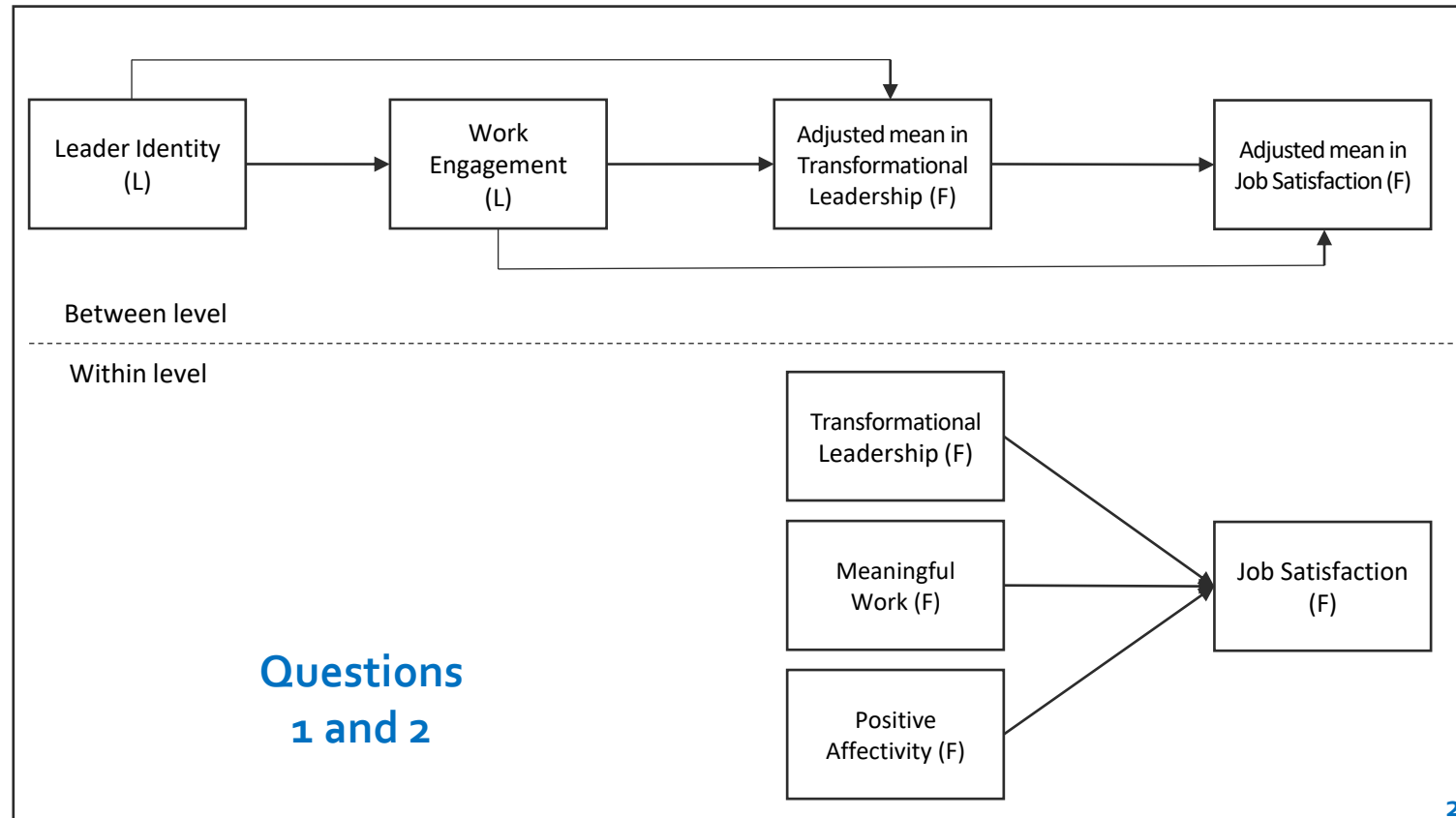
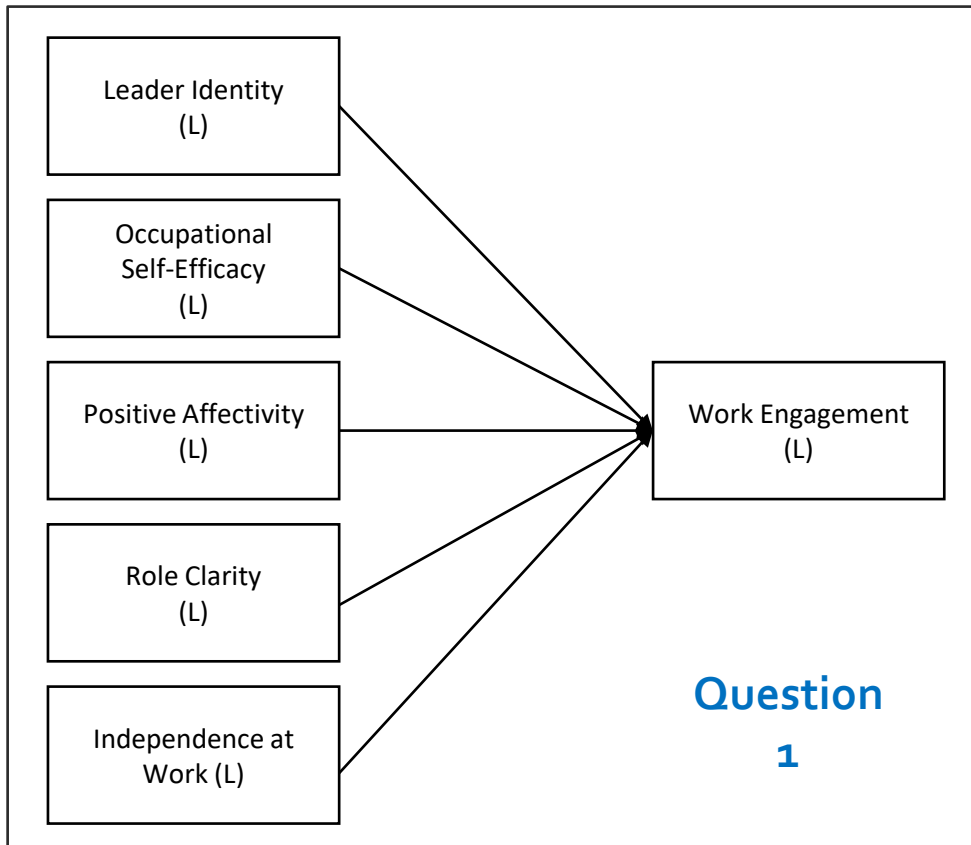
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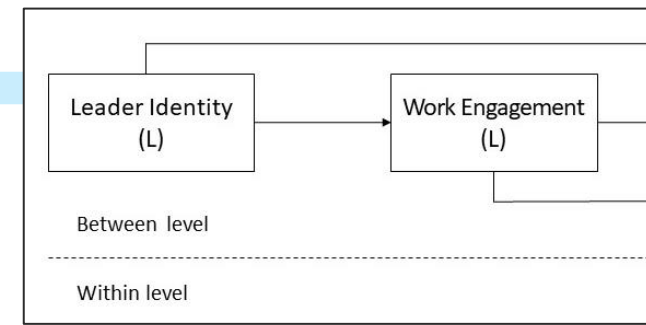
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OUR QUESTIONS...

- 1) Does **leader identity** work as a **personal resource** for leaders that can foster their motivation at work?
- 2) Can the **crossover model** explain the influence that leaders have on their work teams' well-being at work? Specifically, can leader's **well-being** be transferred to their followers through the mediation of their perception of **transformational leadership**?



LEADER IDENTITY AS A PERSONAL RESOURCE FOR LEADERS



Leader identity is “the sub-component of one’s identity that relates to being a leader or how one thinks of oneself as a leader” (Day & Harrison, 2007, p. 365).

- 1) It can be defined as a **positive identity** on the job (Dutton, Roberts, & Bednar, 2010) → evaluative perspective. Positive identities support the development of **social resources** + “motivate individuals to take actions that promote positive outcomes in organizations” (Dutton et al., 2010, p. 267).
- 2) Identity is a powerful “*driver*” for emotions, thoughts, attitudes and behaviors and it is a strong **motivational incentive** (Day & Harrison, 2007; Van Knippenberg, 2012) for “*identity-congruent behaviors*” (e.g., Oyserman, 2007; Shamir, 1991) .

Personal resources (e.g., self-efficacy) are defined in the JD-R model/theory as “aspects of the self that are generally linked to resiliency and refer to individuals’ sense of their ability to control and impact upon their environment successfully” (Hobfoll et al., 2003, in Xanthopoulou et al., 2007, pp. 123-124). These resources “can play a similar role as job resources” (Bakker & Demerouti, 2017, p. 275) by increasing one’s motivation at work.

POINTS OF CONTACT: PERSONAL RESOURCES in the JD-R <-> LEADER IDENTITY

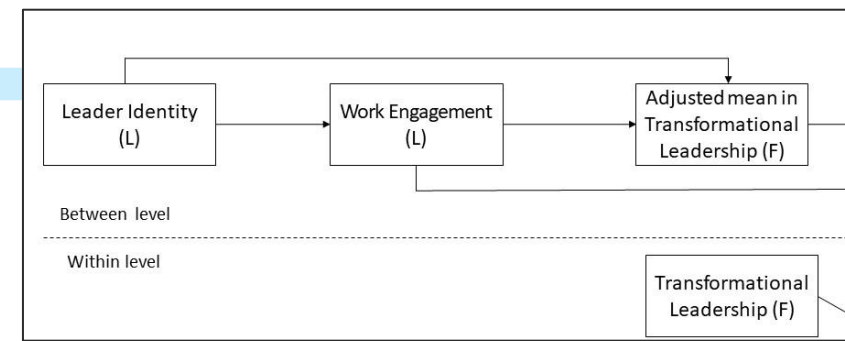
- 1) They can (also) be defined as facets of the Self (concept)
- 2) They support one’s motivation
- 3) They can develop social resources.



(Hp. 1)

LEADER IDENTITY > WORK ENGAGEMENT

LEADER'S LEADER IDENTITY AS A RESOURCE (ALSO) FOR THE FOLLOWER



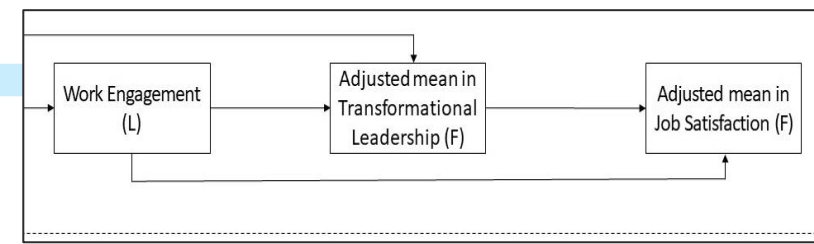
Considering that...:

- the leader-follower relationship is an **influence relationship** (Hollander & Julian, 1969)
- leader identity – like other identities in general – promotes **identity-congruent behaviors** (Oyserman, 2007)
- the **leader's characteristics**, including the leader's motivation (e.g., Barbuto, 2005), are among the antecedents of followers' perceptions linked to leadership (specifically linked to transformational leadership, see Tafvelin, 2013).

... we can hypothesize:

➡ (Hp. 2) **LEADER IDENTITY (L) > WORK ENGAGEMENT (L) > TRANSFORMATIONAL LEADERSHIP (F)**

We expect work engagement to operate as a significant **mediator** in the relationship between leader identity and transformational leadership, capable of “enacting” leader identity through attitudes and behaviors that followers interpret and understand more easily → **engaged leaders**.



CROSSOVER OF POSITIVE PSYCHOLOGICAL STATES FROM LEADERS TO FOLLOWERS (1)

The **crossover model** (Westman, 2001) describes an inter-individual process of exchange/transmission of emotions, experiences and resources, which can occur at the dyad, group or organizational level, between individuals working within the same social environment (Hobfoll et al., 2018).

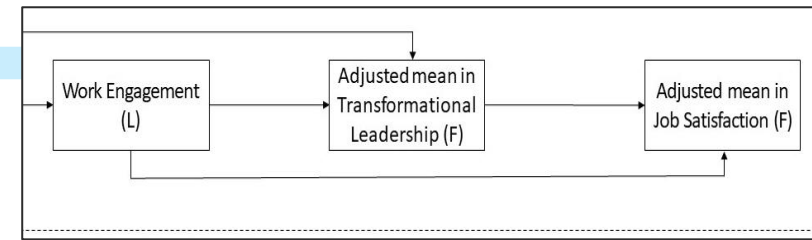
Three processes:

- **direct:** > empathy;
- **indirect:** > mediator;
- **spurious:** > sharing of common stressors

Crossover in leadership has often analysed an **indirect process** through the use of **mediators** which focus on individual follower characteristics (Huang et al., 2016) or **leadership dimensions**, such as perceptions of the style and quality of the relationship:

- abusive supervision (Li et al., 2016)
- LMX (Gutermann et al., 2017).

In the literature, Crossover in leadership has often been studied on the negative side, i.e. considering the exchange of negative experiences and states, e.g. burnout (Ten Brummelhuis et al., 2014) and distress (Li et al., 2016); few studies investigated the **positive side** of crossover (e.g. **Work Engagement**; Gutermann et al., 2017).



CROSSOVER OF POSITIVE PSYCHOLOGICAL STATES FROM LEADERS TO FOLLOWERS (2)

Work Engagement is the most studied source of transfer in literature (cf. Hobfoll et al., 2018). Even in our model, it can be a «crucial determinant» of the crossover process, for many reasons:

- **High arousal** (Damen et al., 2008)
- **Gain spiral** (Hobfoll et al., 2018)

According to **COR theory (Conservation of Resources Theory)**; Hobfoll, 1989; 2011; Hobfoll et al., 2018), individuals and groups are oriented to gain, maintain, protect and increase their resources.

The individual who experiences an increase in resources (> *engaged*):

- enters a positive spiral of resource gain (*gain spiral*)
- can transfer packs of resources (*caravan*)
- enacts **positive behaviors** (e.g. those enacted by transformational leaders) in line with his/her positive experience.

Therefore, an **engaged leader** will be able to both **motivate** and make follower **satisfied** of their work, through transformational leadership behaviors (e.g. individualised consideration, intellectual stimulation).

(Hp. 3) **WORK ENGAGEMENT** > followers' **TRANSFORMATIONAL LEADERSHIP** perceptions > **JOB SATISFACTION**

SAMPLE AND PROCEDURE

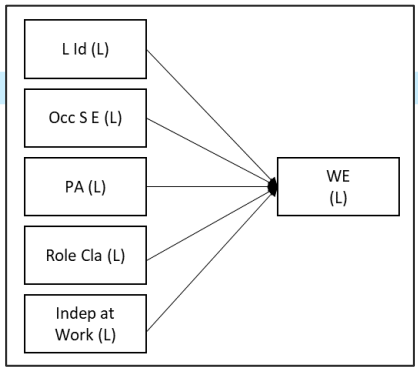
The sample consisted of 156 nurse managers and 1505 nurses (divided into 143 groups) working in 4 hospitals in Piedmont. All participants completed a self-report paper-and-pencil questionnaire.

Socio-demographic Variables		LEADER (N=156) (Nurse managers)				FOLLOWER (N=1505; 143 groups) (Nurse)			
		N	%	M	SD	N	%	M	SD
Genre	W	134	84.3			1229	81.7		
	M	25	15.7			259	17.2		
Educational level	Nursing School Diploma	122	76.7			781	51.9		
	Bachelor's Degree	12	7.5			633	42.1		
	Master's Degree	25	15.7			70	4.7		
Age				53.2	5.2			43.4	9.2
Length of employment				32.7	6.2			20.6	9.8
Tenure in the hospital				30.0	8.5			17.5	9.9
Tenure in the Leader role				38.0	12.9				
Tenure in the Ward								11.5	8.3

MEASURES

DIMENSION	REFERENCES	N° ITEMS	LIKERT SCALE	ALPHA	Regression	Multilevel Analysis
Leader identity (L*)	Hiller (2005)	4	7 points	.79	X	X
Work Engagement (L)	Schaufeli, Bakker, & Salanova (2006)	9	7 points	.92	X	X
Occupational Self-Efficacy (L)	Rigotti, Schyns, & Mohr (2008)	6	6 points	.85	X	
Role Clarity (L)	Pejtersen, Kristensen, Borg, & Bjorner (2010)	3	5 points	.76	X	
Independence at Work (L)	Van Veldhoven, Prins, Van der Laken, & Dijkstra (2015)	4	4 points	.80	X	
(state) Positive Affectivity (L-F)	Watson, Clark, & Tellegen (1988)	10	5 points	.88 (L) .89 (F)	X	X
Transformational Leadership (F*)	Carless, Wearing, & Mann (2000)	7	7 points	.97		X
Job Satisfaction (F)	Pejtersen, Kristensen, Borg, & Bjorner (2010)	5	5 points	.87		X
Meaningful Work (F)	Ashmos & Duchon (2000; items 1-2) Steger, Dik, & Duffy (2012; items 3-7)	7	7 points	.91		X

Note. «L» and «F» indicate that the scale was used for the Leaders' and/or Followers' sample of this study, respectively.



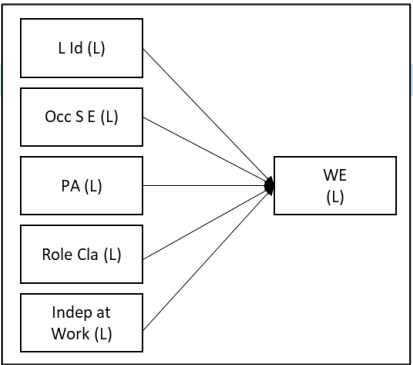
CORRELATIONS: variables measured on 156 LEADERS

	VARIABLES	MEAN (SD)	1.	2.	3.	4.	5.	6.
1.	WE	4.10 (1.00)	-					
2.	L. Id	5.05 (1.04)	.38 ^{***}	-				
3.	OccSE	4.93 (0.68)	.41 ^{***}	.33 ^{***}	-			
4.	PA	3.68 (0.64)	.46 ^{***}	.24 ^{**}	.33 ^{***}	-		
5.	RC	4.20 (0.67)	.33 ^{***}	.19 [*]	.25 ^{**}	.21 [*]	-	
6.	laW	3.45 (0.49)	.29 ^{***}	.14	.30 ^{***}	.06	.36 ^{***}	-

* p < .05; ** p < .01; *** p < .001

Note. **WE** = Work Engagement; **L. Id** = Leader Identity; **OccSE** = Occupational Self-Efficacy; **PA** = Positive Affectivity; **RC** = Role Clarity; **laW** = Independence at Work.

REGRESSION: LEADERS' Work Engagement



		WE		
Step	Independent Variable	Step 1	Step 2	Step 3
		B	B	B
1	OccSE	.29 ^{***}	.21 ^{**}	.16 [*]
	PA	.37 ^{***}	.35 ^{***}	.33 ^{***}
2	RC		.15 [*]	.13
	laW		.15 [*]	.14 [*]
3	L. Id			.20 ^{**}
	R ²	.29	.34	.38
	Adjusted R ²	.28	.33	.36
	ΔR ²	.29 ^{***}	.05 ^{**}	.04 ^{**}

* p < .05; ** p < .01; *** p < .001

Nota. **WE** = Work Engagement; **L. Id** = Leader Identity; **OccSE** = Occupational Self-Efficacy; **PA** = Positive Affectivity; **RC** = Role Clarity; **laW** = Independence at Work.

CORRELATIONS: variables for the MULTILEVEL model measured on 143 nurse managers/groups

	VARIABLES (level 2)	MEAN (SD)	1.	2.
1.	WE (L)	4.15 (0.98)	-	
2.	L. Id (L)	5.05 (1.02)	.31 ^{***}	-

* p < .05; ** p < .01; *** p < .001

	VARIABLES (level 1)	MEAN (SD)	1.	2.	3.	4.
1.	JS	3.33 (0.33)	-			
2.	TL	4.47 (0.98)	.50 ^{***}	-		
3.	MW	5.07 (0.54)	.52 ^{***}	.18 ^{***}	-	
4.	PA	3.56 (0.24)	.44 ^{***}	.26 ^{***}	.40 ^{***}	-

* p < .05; ** p < .01; *** p < .001

Note. **WE (L)** = Work Engagement (of the leader); **L. Id (L)** = Leader Identity (of the leader).
JS = Job Satisfaction; **TL** = Transformational Leadership; **MW** = Meaningful Work; **PA** = Positive Affectivity.

THE MULTILEVEL MODEL

Performed with Mplus 8.

ICC (1) for JS = .07

Indirect effects

WE → JS = .130*

L.Id → TL = .075*

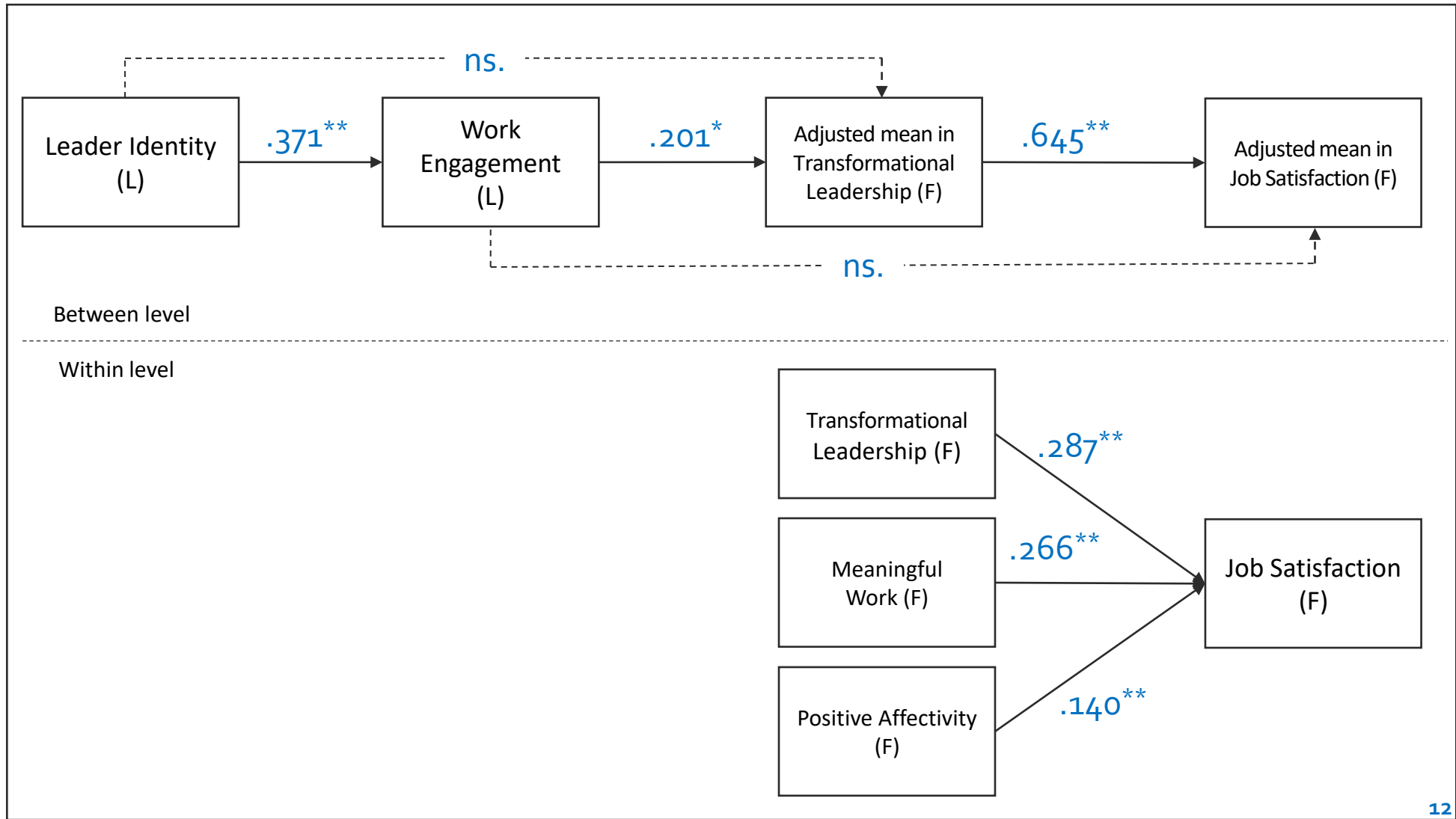
L.Id. → JS = .048 ns.

R-square

Within → JS = .203**

Between → JS = .431**

* p < .05; ** p < .01; *** p < .001



DISCUSSION

The table summarizes the study hypotheses and their outcomes:

HP.	DESCRIPTION	OUTCOME
Hp. 1	LEADER IDENTITY (L) > WORK ENGAGEMENT (L)	CONFIRMED
Hp. 2	LEADER IDENTITY (L) > WORK ENGAGEMENT (L) > the perception of TRANSFORMATIONAL LEADERSHIP (F)	CONFIRMED with the mediation of WE(L)
Hp. 3	WORK ENGAGEMENT (L) > the perception of TRANSFORMATIONAL LEADERSHIP (F) > JOB SATISFACTION (F)	CONFIRMED with the mediation of TL(F)

THEORETICAL IMPLICATIONS

1. **Leader identity** can be defined, and operates, as a **personal resource** for leaders:
 - ✓ Considering leader identity theory, this finding paves the way to investigating outcomes which are not directly connected to leadership and its development (Day & Harrison, 2007; Lord, Gatti, & Chui, 2016; Zheng & Muir, 2015) but, for instance, to employees' well-being at work;
 - ✓ Considering JD-R theory, it will be interesting to investigate whether other identity dimensions (e.g., **professional identity** and **follower identity**) do function as **personal resources**.
2. In this study, the leader transfers his/her well-being perceptions to the followers: the **crossover model** thus shows its usefulness in investigating how the influence from the leader to the followers' team can be exerted (Gutermann et al., 2017). The entire chain of mediation (from L.Id. to JS) seems interesting: even though the direct and indirect total effects are not significant (the latter, however, $p = .064$), it not only provides us with a model for investigating **crossover**, but also shows a possible **antecedent** of this transfer (i.e. L.Id.), thus suggesting an approach for developing the crossover theory (Westman, 2001).

PRACTICAL IMPLICATIONS

The study confirms the value and usefulness of developing measures that can support **leaders** in healthcare settings, considering the “**virtuous circle**” that they activate with their work teams.



The study thus has practical implications for **leader identity**, a dimension that can increase leaders’ work engagement and, indirectly, through a better perception of leadership, work teams’ **job satisfaction**.

It would be helpful to invest in **transformational leadership** (Cummings et al., 2010; Utriainen et al., 2015) through training measures designed specifically for the healthcare sector.



In healthcare, it would thus be important to **support and develop supervisors’ leader identity**, by formal legitimization of nurse leaders, and providing individualized coaching programs or leadership development interventions.

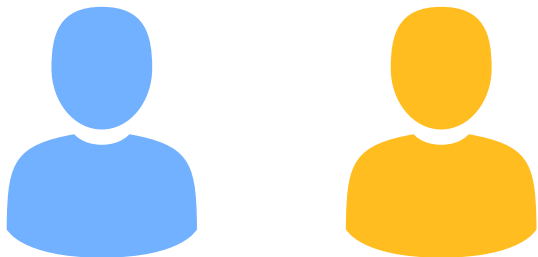
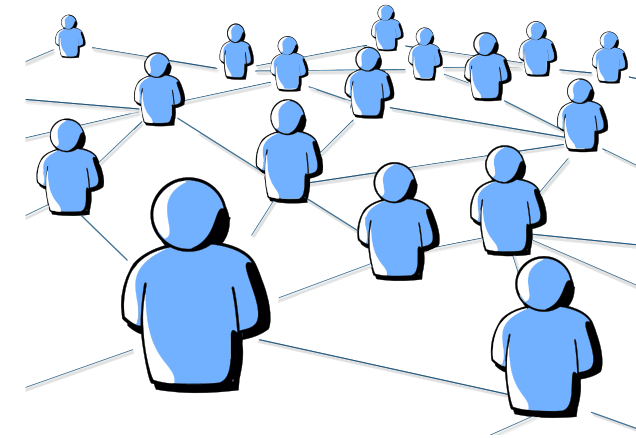
LIMITATIONS

1. As the ICC value measured on followers is lower than .05 for WE, **we were unable to investigate the direct crossover of motivation from the leader to their teams**, and thus we could not draw a parallel between this model and the one on JS.
2. The **short scale used to measure transformational leadership** did not allow us to test specific hypotheses regarding the sub-dimensions of this leadership style which could result in a stronger crossover and have different impacts on different outcomes.
3. The multilevel model described in this study is very specific and, in a certain sense, **a bit narrow**, especially in the part that investigates **crossover**.

FUTURE DEVELOPMENTS

We would like to propose two developments, the former linked to identity and the latter to crossover:

1. Considering that **positive identities** can develop **social resources**, a capability which is also mentioned for personal resources, it would be interesting to test a model that measures the association of **leader identity** with the strength of the **leader's network** (see Kwok et al., 2018). This would enable us to determine whether the latter crosses over to followers in the leader's team or if it increases the **team's well-being at work**. This could be another way to test a model that leads us to define leader identity as a personal resource.



2. Considering the **crossover model's** explicit mention of dyads – as well as groups and individuals – and the dyadic nature of leadership, it would be interesting to test the model used in this study on leader/follower **dyads**, so as to be able to reflect on the **levels** at which crossover can operate and influence can be enacted.

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THANKS FOR LISTENING!!

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